

**EurOMA Service Operations Forum
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Track 1. Servitization 1.

Chair: Alistair Brandon Jones

Exploring the process of operations strategy formulation in a servitization environment

Louis Redding, Tim Baines, Tonci Grubic, Howard Lightfoot

Exploring the operations practices that support product-centre services
Howard Lightfoot, Tim Baines, Tonci Grubic and Louis Redding

A New Product-Service Offering Taxonomy: An Application To The Italian
Paolo Gaiardelli, Barbara Resta and Veronica Martinex

Professional services – a cross country development case

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This research is about a service development process at a multinational level. It aims to describe and further understanding on the development process, in particular, on how the initial stages of the development cycle/process can influence the final service design, and on how different elements are designed in the service process at the multinational level (what elements are designed standard and what elements are set to be flexible to allow customization, why and how this standard/customized elements are set).

The research questions that prompted this research were the following: (Q1) How information from customers and non-customers can be used for service development? (Q2) How the development stage of the NSD Cycle impacts on the final service design? (Q3) How the NSD enablers (teams, tools and the organization context) influence the final service design? (Q4) How radical service innovations are developed at a multinational level?

From the different elements that are included at the design stage of the NSD Cycle (Johnson et al. 2000), some are analyzed in detail in this study, namely: the service design and its testing; the process and systems design and testing; the personnel training; and the service testing and pilot run. The marketing program design and testing and the test marketing were not considered due to the operations focus of the study.

This study builds on one exploratory longitudinal case of a company providing training and consultancy services at a multinational level. The company operations are spread by 14 countries in three continents. The company describes itself as "specialist in translating the strategy of companies into people behaviour, performance and motivation through unique training and consulting methods delivered by a multi-disciplinary consulting team."

The company is developing a new service at the international level for the launching of an innovative service for the market presently served. The new concept, if proved to be market relevant will capture new customers.

Preliminary data refers to the inputs of the NSD process, i.e. the process enablers, market and customer information and new service strategic intents. Customer and market data were collected through interviews with top managers in different countries. A total of 43 interviews were undertaken in five different countries with managers from different nationalities, managing different sized company and in different industries.

Preliminary data was analysed and used by the company leaders to develop the new service concept. This presentation presents the findings of the preliminary stages of this longitudinal study. It introduces details of inputs and process, but it does not present details of the process output, because the service product has not been launched yet. However, details on the process and on the next steps are discussed and some preliminary propositions are advanced.

The study expected results are a clear description of a NSD process, from the decision of innovation to the description of complete launch of the service at the international level. Furthermore, this research aims to describe the level of standardization/customization allowed at the international level and how that decision is incorporated in the service and process design.

This study aims to contribute to a deeper understanding of the elements at the different stages of the development process that most influence the final service design. At the managerial level, the study expects to contribute to a better understanding of the use of customers' and non-customers' data to the service development, as well as of the elements that most influence the final service design and process, in particular the decision about the standard/customized components at a multinational level.